

SECRET

COMPETITIVE EVALUATION GUIDE
GS-11, GS-12, GS-13, GS-14
S - Career Personnel

25. PERFORMANCE

Command Assignment
Liaison Functions
Managerial Ability
Briefing Officer
Writing Ability

Displays good managerial and executive capabilities, specifically to organize and direct groups of personnel with diversified talents towards accomplishment of assigned tasks or common objectives. Faithfully observes the spirit and intent of policies and doctrines. Accepts responsibilities, provides guidance for subordinates and manages their activities in a fair and impartial manner.

20. LEADERSHIP

Supervisor
Judgement
Effectiveness
Initiative
Inspiration

Inspires subordinates so that their enthusiastic and cooperative efforts accomplish more than would be otherwise possible. Exercises good judgement. Capable of clear and effective expression. Displays initiative and originality in attaining objectives. This quality of leadership is different from and should not be confused with managerial and executive abilities.

20. PERSONAL QUALIFICATION

Representation
Integrity
Self-Improvement
Cooperativeness

Exercises self discipline, industriousness, and perseverance. Represents himself and the Organization effectively. Exhibits cooperativeness and enthusiasm for all aspects of his duties. Standards of conduct both off and on duty reflect high ideals.

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15. ASSIGNABILITY

Medical Problems
School Problems
Family Considerations
Versatility (Another Administrative Field)

Demonstrates the ability to perform competently in assigned field with evidence that he could, with training, perform in some other support field. Physically and mentally, both from personal and family standpoint, able to accept any known assignments and pull full weight in the variety of situations that might be encountered.

20. POTENTIAL

To Next Higher Grade
To Top Management

Ability and desire to perform at levels of higher responsibility. Should rate high in all of the above elements plus give indication of positive growth potential.

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PANEL S CEL RATING SHEET FOR GS-11 THRU GS-14

NAME _____

GRADE _____

LOCATION CURRENT ASSIGNMENT _____

I. PERFORMANCERating Score

1. Overall operational value.
2. Clarity of oral and written expression.
3. Originality and initiative.
4. Adaptability to current assignment.
5. Willingness to accept assignments.

(1-10) _____

(1-10) _____

(1-10) _____

(1-10) _____

(1-10) _____

II. MANAGEMENT

1. Ability to organize and plan.
2. Ability to direct personnel and operations.
3. Degree of judgement exercised in the performance of duties.

(1-10) _____

(1-10) _____

(1-10) _____

- 25X1A 4. Representative/liaison within and without
[REDACTED] organizational components.

(1-10) _____

III. POTENTIAL

At next grade level

(1-10) _____

TOTAL _____

Is this individual recommended for promotion?
(YES or NO)

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PANEL S CEL CRITERIA FOR GS-11 TO GS-14

I. PERFORMANCE

1. Overall Operational Value.

Is he well qualified for this assignment. Is he aware of the overall mission requirement in order to assure that his own area of operational support blends effectively into the complete end product.

2. Clarity of Oral and Written Expression.

Is he able to communicate with his subordinates in a clear and effective manner. Conversely, does he quickly grasp requirements levied upon him either orally or written. Do his written instructions leave any doubt as to what is to be done. Are his reports to his supervisors clear, concise, accurate.

3. Originality and Initiative.

Does he make suggestions and strive for better methods and procedures. Has he improved the efficiency of his activity. Is he a self-starter. Is he receptive to new ideas and suggestions.

4. Adaptability to Current Assignment.

Does he quickly and voluntarily adjust to changes in environmental conditions. Consider how well he acclimates himself to the job requirements imposed by his present assignment. Do off-the-job conduct or family problems affect his performance.

5. Willingness to Accept Assignments.

Does he place the needs of the service ahead of personal whims. Does he willingly accept hard and unpleasant tasks.

II. MANAGEMENT

1. Ability to Organize and Plan.

Is he completely knowledgeable of the day to day requirements expected of him in his area of responsibility. Is he able to grasp changing situations readily and take appropriate action. Is he able to think and plan ahead.

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2. Ability to Direct Personnel and Operations.

Consider how the individual allocates personnel and materials in order to get the job done efficiently. Does he have leadership abilities. Does he inspire confidence in his subordinates. Does he obtain the maximum output of personnel by fully utilizing their abilities and by wise scheduling.

3. Degree of Judgement Exercised in the Performance of Duties.

Does he think a problem through before making a decision. Is he able to make decisions by himself. Is he alert to operational changes. Does he get the end product accomplished in a minimum of time. Does he put first things first.

4. Representation/Liaison Within and Without [REDACTED] Organizational Components.

25X1A

Through his own individual personality is he able to represent himself and his activity in a manner that is complimentary to himself and, more importantly, to the organization. Is he a good management representative to both superiors and subordinates on all matters within the realm of his responsibility.

III. POTENTIAL

At Next Grade Level.

Has he displayed the knowledge, attitude, and managerial ability expected at the next grade level, or has he reached his most productive level.

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SENIOR ADMINISTRATIVE OFFICER EVALUATION ELEMENTS
GS-14/15

LEADERSHIP

Inspires his subordinates so that their enthusiastic and cooperative efforts accomplish much more than would be possible without that inspiration. This quality of leadership is above (and should not be confused with) managerial and executive abilities.

PERFORMANCE

Is a good manager, effective and thorough. A good executive, has demonstrated ability to organize and manage a group of personnel with diversified talents to accomplish specific tasks and general objectives. Steady and dependable. Exercises good judgment. Faithfully observes the spirit and intent of policies and doctrines. Accepts responsibilities.

ASSIGNABILITY

Has demonstrated within the Agency particular competence in his own field and satisfactory competence or mental flexibility to perform in at least one other field. No reasons known preventing overseas assignment.

POTENTIAL

The estimated performance of an individual at higher levels of responsibility or in different fields of activity. This may be based on education, initiative, intelligence, experience and other qualities or qualifications. There can be two types of potential:

- a. Short range: Where the individual is considered to have limited but unused potential.
- b. Long range: Where the individual is considered to have potential to the point where its limits cannot be readily estimated. In other words, a "comer."

REPRESENTATION

Ability to advance and protect the represented activity in external liaison. Is tactful, discreet, makes good impressions, achieves results.

ORIGINALITY

Demonstrated ability to create, improve or simplify techniques or procedures which increase capabilities or effectiveness of the Office.

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SECRETTOTAL NUMERICAL WEIGHT RATING SCHEME

Each element has been assigned an individual total weight unit of a final total of 100. In addition, the weight assigned to each element has been divided into three categories; high, average, and low with a number indicated for each category.

		<u>High</u>	<u>Average</u>	<u>Low</u>
Leadership	10	10	7	4
Performance	40	40	35 30 25	20
Assignability	15	15	10	5
Representation	10	10	7	4
Potential	15	15	10	5
Originality	10	10	7	4

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